

STATE ENTERPRISE CHARTER

Project Name: Wisconsin Lean Government Initiative

Executive Sponsor: Governor Walker

Project Leaders: Waylon Hurlburt, Policy Advisor
Suzanne Hock, Process Redesign Specialist (DOA)
Wil Cox, Process Improvement Director (WEDC)
Kristy Rogers, Director of Process Improvement (DNR)

Key Stakeholders: The Department of Administration; the Department of Agriculture, Trade and Consumer Protection; the Department of Children and Families; the Department of Corrections; the Department of Financial Institutions; the Department of Health Services; the Department of Natural Resources; the Department of Revenue; the Department of Safety and Professional Services; the Department of Tourism; the Department of Transportation; the Department of Veterans Affairs; the Department of Workforce Development; the Office of the Commissioner of Insurance; Wisconsin Economic Development Corporation; and Wisconsin Housing and Economic Development Authority.

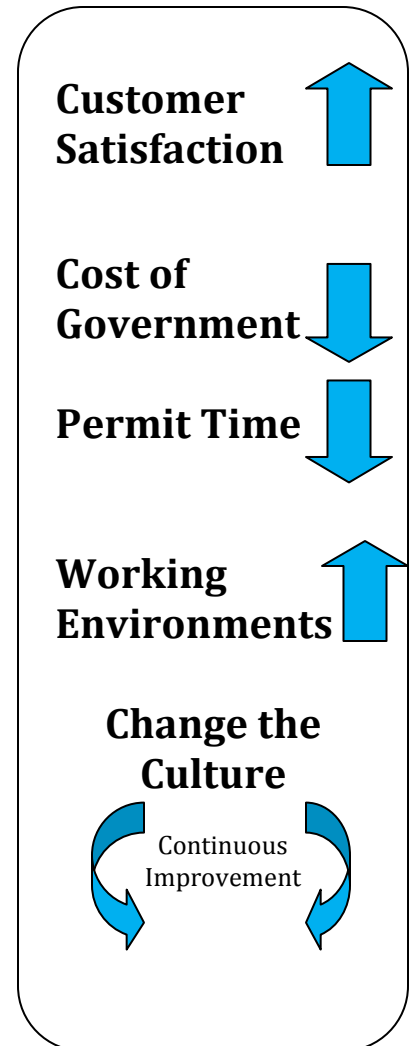
Project Overview: In order to create jobs and promote economic growth, government must operate with business-like efficiency. State government should continuously improve its efforts to serve state residents and be a good steward of tax dollars. Lean government initiatives can provide the framework for making fact-based decisions, enable a process to be improved, and drive continuous improvement using a structured approach. Lean government initiatives are a tool for state government to increase efficiencies in customer services and provide a safer and more streamlined workplace for employees. This initiative is designed to introduce and standardize Lean principles in all of state cabinet agencies.

Guiding Principles:

- Introduce and/or expand Lean organizational improvement methodologies in all State of Wisconsin cabinet level agencies by creating a Lean continuous improvement culture.
- Create a network of process improvement experts in all state agencies and establish a forum for cooperation and implementation so managers and project leaders can maximize Lean tools and methodologies.
- Identify processes for improvement that suffer from chronic complaints from customers and have the potential for dramatic improvement.
- Focus on processes that do not require statute or rule changes to be improved.

Project Goals:

- Standardize, streamline, and improve state agency processes in order to **improve customer satisfaction** and save costs by:
 - Initiating at a minimum four Lean projects annually (measured by fiscal year).
 - Significantly reducing the time it takes to complete the process being examination through Lean. Studies have shown Lean can reduce process lead times by 50%.



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3. Establishing baselines and metrics to measure your state agencies customer satisfaction and setting a goal of significantly improving satisfaction. Measuring tools are available. Contact the Lean project leaders for more information.
- b. Continuously look for ways to **reduce the cost of government** for state taxpayers by:
 1. To the greatest extent possible conducting Lean value stream mapping events prior to filling vacancies and use Lean methodologies or re-purpose time or dollar savings to further the mission of your organization.
 2. Using Lean in sections of your agency prior to requesting increased funding and/or staff. Using Lean initiatives within your agency as a part of your biennial budget process and/or as part of proposing new projects which require increased funding and/or staff.
- c. **Improve the working environments for our state employees** by increasing work satisfaction and creating safer working conditions by:
 1. Significantly reducing accident reports, workers compensation claims, etc.
 2. Significantly improving state employee work satisfaction.
 3. Establishing a baseline and metrics to measure employee satisfaction and safety. Measuring and survey tools are available. Contact the Lean project leaders for more information.
- d. **Change government culture** by engaging staff at all levels in the improvement process to understand how to apply Lean government initiatives to eliminate waste, save time, standardize workflow, and decrease process complexity by:
 1. Increasing the number of staff who have completed formal Lean training each quarter.
 2. Making the Lean culture visible and involve agency leaders in the process by participating in value stream mapping/process redesign projects and recognizing team leaders and project participants at department and state-level events.

Project Deliverables:

- a. Establish baselines and metrics in order to measure improvement.
- b. Determine whether these metrics can be added to or replace current monthly dashboard metrics. At a minimum there will be four metrics related to your agency's Lean initiative (i.e. improving internal and external customer satisfaction, reducing the cost of government, improving state employee work environment and changing state government culture).
- c. Report quarterly on projects chosen for redesign/improvement and project results.
- d. Every month at one-on-ones each secretary should report on their Lean initiative and may be asked to present results/progress at monthly cabinet meetings. Included in this may be recognition of agency team leaders by the Governor.

Timeline:

- a. By December 1, 2012 all cabinet agencies will have appointed a Lean representative, will have initiated at a minimum 2 Lean projects, will have staff scheduled to complete or have completed Lean training, and reported this to the Governor.
- b. Cabinet agencies will report their Lean initiatives quarterly to the Governor.
- c. Annually a report will be compiled and issued to the public from the Governor's office.

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Roles/Responsibilities:

Title	Who	Roles / Responsibilities
Executive Sponsor	Governor Walker	Ultimate decision maker of the state initiative.
Project Leaders	Waylon Hurlburt Suzanne Hock Wil Cox Kristy Rogers	Oversee, offer assistance, and collect agency initiative data.
Cabinet Agency Leadership	Secretaries, Deputies, Executive Assistants, and all other appointed cabinet agency leaders.	Charge employees with attendance at trainings, institute a Lean culture, conduct projects, and report results. Complete all instruction outlined in this charter or provided by the project leaders or sponsor moving forward.
Agency Lean Points of Contact	At the discretion of the agency leadership. Current list is available via the Wisconsin Lean Government Initiative webpage.	Implement the day to day tasks at the direction of their agency leadership to make this initiative a success.